

PLANNING SERVICE

SERVICE PLAN 2005/08 –

1. SERVICE DESCRIPTION AND PURPOSE

1.1 The division provides a range of statutory and non-statutory services to residents of the district and the development industry as follows:

- **Local Plans** -preparation, monitoring and review of land use planning policies, which in turn comprise the Development Plan, a statutory framework for development in the district. Officers represent the Council on various steering groups involving external organisations dealing with a variety of topics and issues. The section also advises the Council on developments in National and Regional Planning Policy and neighbouring Plans and provides specialist advice and support for heritage and conservation of the built environment. This includes 705 Listed Buildings and 22 Conservation Areas to which modest repairs and improvement grant schemes are applied. The Council provides technical support for the Sharpes Arts and Heritage Trust and the Heritage Centre. As part of developing the Council's Heritage Strategy the service publishes 'Heritage News' 3 times a year and runs open days for historic properties. Informal advice is provided to developers and householders on planning policy. The section also provides a corporate graphic design service.
- **Building Control** - appraises schemes and monitors building work that require Building Regulation approval. The section also allocates street names and numbers and deals with dangerous structures. All work is won in competition with the private sector. Market share has increased by 7.4% in the last year. 1245 applications were dealt with in the last calendar year together with around 6000 site inspections. Applications have increased by 13% in the last year and by well over 50% in the past three years. All functions are delegated to officers. There is a strong national network of building control authorities continually developing new initiatives for service delivery. Officers represent the council at county regional and national levels.
- **Development Control** - processing over 1500 planning applications per year of which officers, within a scheme of delegation, determine approximately 90%. Informal advice is provided to developers and householders. Numbers of applications have increased by 54% since 1999. Approximately 30 appeals against decisions are supported per year and over 500 cases per year are investigated with a view to enforcement action. The work load has increased by around 13% year on year since 1999. The Service also covers tree preservation and protection.

- 1.2 The services are provided to a wide range of, mostly external, customers, comprising residents and businesses within the district as well as individuals, companies and governmental organisations with an interest in development and environmental conservation and enhancement.
- 1.3 Central Government Performance indicators govern the delivery of planning services and performance standards have recently been adopted for Building Control. There is a requirement for the chargeable element of the Building Control service to be financially self supporting. Front line staffing levels are set at or about the minimum necessary to meet statutory requirements. Considerable reliance is placed on computerised systems to maintain effectiveness. The service is partly funded by a dedicated Planning Delivery Grant that is performance related. The grant for this year is forecast to be £280,000 (down from £361,000) but will be made up for by expected increased income from an upward revision of statutory fees.
- 1.4 The Environment and Development Services Committee decides all matters of policy and the Development Control Committee deals with Development Control.

2. OPPORTUNITIES AND CHALLENGES

2.1 Challenges

- **Economic Circumstances** -continuous increases in planning application and Building Control numbers have followed in the wake of the improving national and local economic circumstances over the past five years but these circumstances can change making the forecasting of workloads and income difficult. An economic downturn could lead to reductions of income in Development Control and Building Control in forthcoming years (currently expected to contribute over £700,000) with little opportunity in the short term to reduce expenditure and avoid the impact on the Council's budget. The Building Control Service is required to be self-financing but not to be in substantial profit. Currently there is a very large surplus on the three year rolling trading account. The challenge is to reduce this surplus with the judicious use of resources to improve the quality and efficiency of the service.
- **Community Strategy** -will increasingly shape the development of our services and drive not only our corporate planning but also development planning processes and will influence the course and direction of Planning Services Policy.
- **Resources** - the Council has operated from an extremely limited resource base. This has meant very lean staffing levels. Accordingly, officers have very much higher workloads than are usual in Local Authority Planning and Building Control

Services. Meeting the needs and aspirations of service users will require creativity, innovation and the application of additional staff. Planning Delivery Grant needs to be targeted to maintain and enhance services.

- **Managing Change** - our external and internal environments require us to change what we do and the way that we do it. Managing those changes will be key to our success. The service has a large number of government related targets and performance indicators that can only be satisfactorily monitored with improved IT capability and additional staff to carry out the required survey work.. The Service is ripe for incorporation into the expected roll out of CRM. The passage of the Planning and Compensation Act 2004 through Parliament has also imposed requirements on the Council to review the Local Plan almost immediately so as to make it conform to the new legal framework. Additional Building Regulation requirements including the control of electrical installations introduced in December 2004 places additional responsibilities on the division. This new requirement forms part of a stream of legislation being introduced on a yearly basis.
- **Risk Management** - significant change will involve taking risks and sound management of those risks will help to deliver less painful change and successful outcomes. In the face of continuously increasing workloads, the critically slender level of staff resources in times of sickness, resignation/retirement and leave is a major issue for service delivery. The strategy has been to compensate by efficient data processing but this has implications for ongoing costs that can no longer be met from front line staff savings. Dependence on income from fees in a volatile global economic climate has already been mentioned. Replacement software usually requires considerable work to bring it to optimum usefulness.
- **E-Government** - The Division is at the forefront of delivery of services that are ripe for transfer to electronic means of delivery. In particular, the development of a universal land and property gazetteer and the electronic submission of applications, as well as the ability to ascertain the status of applications on the Planning registers have significant ramifications. The existing IT system delivering Planning Development and Building Control and Land Charges has undergone a radical transformation by the software supplier and is now installed with consequent requirements for familiarisation and further development. Harmonising with the Government's E agenda remains a challenge. Potentially, this will impact on service delivery considerably. The problem is a continuing one as IT develops.
- **Rapid Growth in the District** - South Derbyshire is one of the fastest growing districts in the region. Demand for most services within the Division is growing

faster than the resources available. This is reflected in the development process particularly.

- **Government** advice increasingly prescribes the shape of Planning Services policy such that there is less scope for local discretion. Consequently there is less scope to deliver local expectations so far as outcomes are concerned. Paradoxically greater flexibility is being afforded to Building Control with devolved fee setting and fewer prescriptive requirements. The new Regional Spatial Strategy required under the new legislation will need to be prepared by the Regional Planning Body before effective delivery of the Council's own Local Development Document can be achieved. The Council's ability to shape this process will be limited by its own slender resources and the presence/influence of 40 other Local Authorities in the Region.

- **Sustainable development** and the need to protect scarce resources as well as the natural environment and countryside for its own sake introduce challenges for the service, which is particularly under-resourced in this area of activity.

- **Strategy delivery and overall work programme** - The Council's Housing, Heritage Interpretation, Cycling, Walking and Town Centre Strategies as well as the Local Plan require to be monitored, reported on and delivered and in some cases extensively reviewed. At the same time the Local Plan has reached a critical stage, leading up to its adoption.

Specific Opportunities

2.2 The key opportunities are as follows:-

- To invest in IT so as to improve access to services via the Internet
- To benefit from the receipt of the Delivery Grant and devote it to staff recruitment so as to qualify for future grant entitlement.
- To use the process of developing a Community Strategy to shape the service so as to deliver community priorities
- To use performance and project management as a means of improving monitoring and reporting of targets and indicators so as to minimise inefficiencies and increase effectiveness.
- To make the most effective use of development potential to secure planning gain that improves facilities for local residents and protects and enhances the environment, particularly of the National Forest.
- To develop building control service initiatives in the interests of service users
- To utilise the capital programme supported by partnership funding to enhance the built and environment and fulfil the objectives of the Development Plan.

3. WORKFORCE PLANNING

Issues	Possible solutions	Measuring Success
Notice of an impending maternity leave has arisen in a key post in Development Control	<ul style="list-style-type: none"> ○ Short term contract ○ Redistribution of work among existing qualified staff + more support bought in at level of technician 	PI's on application throughput maintained at current levels?
Government targets require the Council to provide a specifically qualified urban designer, not currently available	Because of the National shortage of personnel of sufficient capability, the best approach would be to contract out the service to a consultant	Successful contract and monitoring of outcomes

4. KEY TASKS

Ref. No.	Actions	Timescale
PS1	Adopt new South Derbyshire Local Plan and commence review to convert the policies into a Local Development Document	July 2005 March 2008
PS2	Complete studies arising from Planning Delivery Grant	July 2005
PS3	Maintain HERS with increased funding	March 2008
PS4	Maintain capability to deliver expert advice and decision making via external consultants Focus expenditure so as to secure level of advice that fully informs decision making on where technical expertise is required	Ongoing
PS5	Improve working conditions in the Civic Offices Pursue apportionment of additional space for overcrowded staff	July 2005
PS6	Prepare an area action plan for regenerating the area between Swadlincote town centre and Woodville and provide better linkage	Sept 2005
PS7	Pursue improvements to gateways for Swadlincote town centre and the approaches to it	Sept 2005
PS8	Contribute to development of Housing Strategy and balancing of housing markets	Ongoing
PS9	Review supplementary Planning Guidance in accord with the Local Plan	December 2005

	Crime and disorder - Section 17: <ul style="list-style-type: none"> • Audit existing services and policies • Implement action plan 	September 2005 September 2005 (onwards)
	Equal Opportunities and Diversity <ul style="list-style-type: none"> • Contribute to the development and implementation of the Corporate Equalities Plan • Contribute to the development and implementation of the Race Equality Scheme 	April 2005 (onwards) April 2005 (onwards)

5. MANAGING RISKS

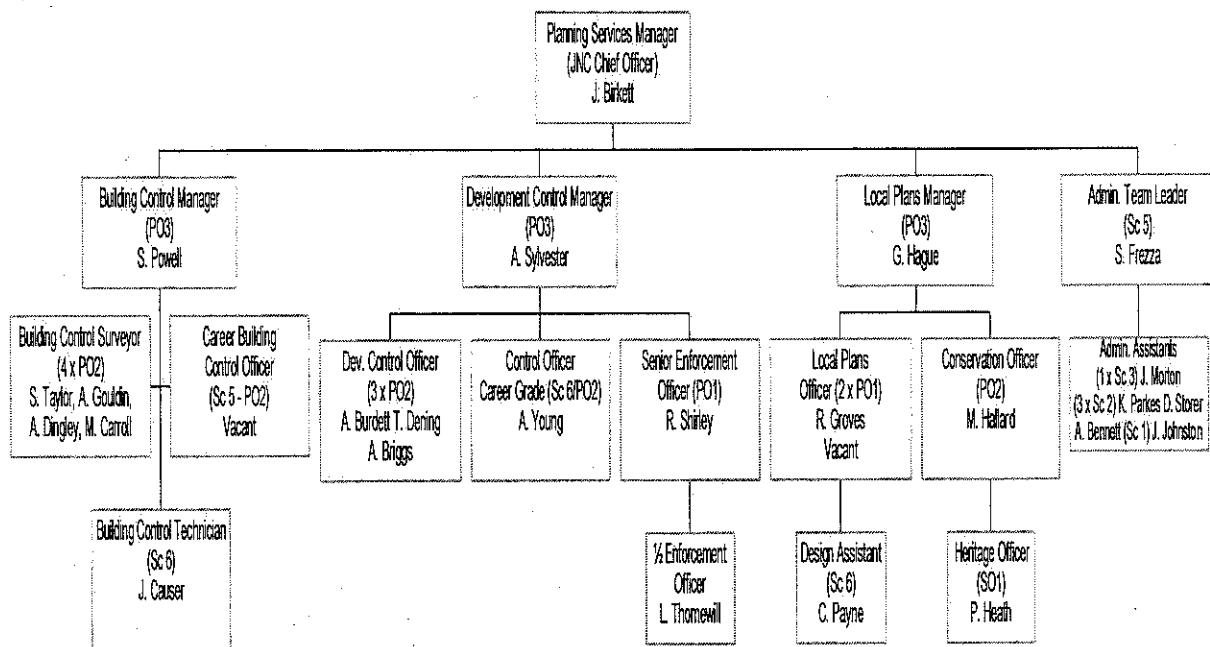
Nature of risk	Likelihood of occurrence	Impact	Existing and Proposed Action to minimise the risk
Loss of income associated with downturn in the economy with less applications being submitted or loss of market share in Building Control	Moderate	Critical	Prudential setting of budgets. Maintain staffing and customer service at a level sufficient to deliver the service and continue to promote it
Judicial Review of Planning/Building Control Decisions. Awards of costs on appeal or in maladministration cases	Low	Moderate	Maintain quality in professional advice and administrative processing
Costs of failed court action against breaches of planning/building control or loss of Appeal cases with costs	Low	Moderate	Employ best advice to avoid risk
Liabilities for non compliance with building regulations including structural failure of property arising from building failures ascribed to bldg control shortcomings	Low	Low	Maintain sound procedures and act speedily to recover ground when mistakes are made Insure against

Potential legal challenge to Council's response to Local Plan Inspector's report	Moderate	Critical	Employ best advice to avoid risk!
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6. EMPLOYEE STRUCTURE AND WORK ORGANISATION

Employee structure

Planning Service



Development Needs

Service Plan Reference	Key Development Needs
All key tasks Maintain and improve overall professional competence	Training for professional qualifications and CPD

7. PERFORMANCE INDICATORS AND TARGETS

Best Value Performance Indicators				
Best Value Indicators	Estimate 2004/05	Target 2005/06	Target 2006/07	Target 2007/08
106 %New homes on brown field sites	60%	60%	50%	50%
109a % major Planning apps in 13 weeks	50%	60%	60%	60%
109b % minor Planning apps in 8 weeks	68%	65 %	65%	65%
109c % other Planning apps in 8 weeks	82 %	80 %	80 %	80 %
200a Development Plan adopted and under 5 years old? Yes/No	NO	YES	YES	YES
200b Proposals on deposit for alteration or replacement within 3 years Yes/No	YES			
204 The percentage of appeals allowed against the authority's decision to refuse on planning applications	30%	30%	30%	30%
205 Score against a quality of service checklist	78% 14/18	94% 17/18	100% 18/18	100% 18/18

Performance is dependent upon maintaining resources at current levels. That includes the contribution made by Planning Delivery Grant.

8. USEFUL CONTACTS

Local Plans Manager
 Development Control Manager
 Building Control Manager

Gill Hague X5821
 Tony Sylvester X5743
 Steve Powell X 5730.

ENVIRONMENTAL SERVICES

SERVICE PLAN 2005/08

1. SERVICE DESCRIPTION AND PURPOSE

The Service protects and enhances those aspects of the environment that affect the day to day quality of life of the citizens South Derbyshire, from emptying bins and keeping the streets clean, to securing safer working conditions and housing fit for human habitation.

The Service is divided roughly into two, with the direct service of Waste Management and Cleansing, based at the depot, and the Environmental Health, enforcement and statutory functions, based in the Civic Buildings.

In addition the Head of Environmental Services oversees Corporate Health and Safety and is responsible for Emergency Planning.

1.1 ENVIRONMENTAL HEALTH

In order to enforce and deliver services relating to 6000 separate legal instruments, Environmental Health is subdivided in four specialisms, listed below, the main functions of which are described in the subsequent paragraphs;

Commercial & Licensing,
Environmental Protection,
Private Sector Housing and
Housing Strategy

Commercial Services Section:-

- Regulating standards of food hygiene at all food premises and Health and safety in many premises.
- Corporate Health and Safety advice to South Derbyshire District Council.
- Licensing of a range of functions including; private hire cars, animal boarding, breeding and riding establishments, Skin Piercing and tattooists.
- Major new responsibilities over Liquor Licensing administration and enforcement due to commence imminently with the implementation of the Licensing Reform Act .
- Investigating and limiting spread of infectious disease outbreaks including sampling.
- Sampling of private water supplies for fitness.

This section reports mainly to Environment and Development Services Committee

Environmental Protection Section:-

- Investigation of complaints relating to noise, dust, fumes, smoke, effluent and drainage.
- To review and manage Air Quality, reporting annually to DEFRA.

- Pollution Prevention and Control, reducing pollution to atmosphere, land and water from certain industrial processes.
- Managing the short stay gypsy site at Lullington cross-roads. Investigating unauthorised encampments and assisting in evictions from Council owned land.
- Collection of stray dogs and enforcement of dog fouling legislation.
- Pest Control Service treating rats, mice, wasps bedbugs and cockroaches.
- Preventing nuisance through comments on planning consultations.
- Identification and management of risks from, any contaminated land in the District.

This section reports mainly to Environment and Development Services Committee but for example on Gypsies and Travellers it reports to Housing and Community Services.

Housing Strategy

- Takes an overview of the Districts Housing market and makes long term plans to ensure local needs are met both by direct provision and interventions in the market.
- Co-ordinates the councils work on the Housing Strategy, partnerships and enabling.
- Carries out the Housing Needs Surveys
- Co-ordinates the councils work on Supporting People

This section reports to Housing and Community Services Committee.

Private Sector Housing-

- Privately owned housing makes up 88% of the Districts stock and this sector includes the worst examples of housing conditions, with many households experiencing Fuel Poverty. Consequently the Private Sector Housing Team makes an important contribution to the Council's Housing Strategy, via the following interventions;
- Adaptation of housing to allow people who develop a disability to continue living at home, through Disabled Facilities grants.
- Repair and improvement grants to owners who cannot afford to repair homes
- Enforcement of minimum standards in private rented properties
- Initiatives to encourage the repair and use of empty and abandoned properties.
- Energy advice and grants to improve energy efficiency in homes
- Licensing and enforcement of standards for caravan sites and mobile homes.

This section reports to Housing and Community Services Committee.

1.2 WASTE MANAGEMENT AND CLEANSING

The Waste Management and Cleansing Unit's main responsibilities are the collection of domestic and commercial waste, recycling and the cleansing of roads and public areas.

Refuse is collected from 36,000 households and over 500 commercial premises every week.

As at January 2005, 18,000 households are serviced by the Unit's compost scheme. 24,000 households are serviced by the Unit's "green box" recycling scheme. 10,000 households are serviced by the "blue bag" paper recycling scheme. The Unit provides and maintains 75 Recycling Centres.

The Unit carries out Street Cleansing throughout the district (300kms. of highway) including Swadlincote Town Centre.

Cleaning road gullies, weed spraying and the cleaning and maintenance of public toilets (including 5 in partnership with parish councils).

Removing fly tipping on public land and the operation of the highly successful 'Clean Team'.

Cleaning and maintenance of Swadlincote Bus Station, 140 bus shelters, the provision and maintenance of street nameplates, the provision and maintenance of 400 litter bins, the 'day to day' management of 19 public car parks.

The management and maintenance of a vehicle fleet of 46 (includes those used by other Council Units).

The Unit's activities are reported to the Environmental and Development Services Committee

2. OPPORTUNITIES AND CHALLENGES

2.1 Environmental Health Opportunities

Some of the significant opportunities the Division will face over the next 3 years are as follows:-

- The development of IT systems to improve efficiency and information to customers.
- To work with the Primary Care Trusts to develop preventative health protection.
- Develop a 'One-Stop' approach for Licensing including liquor licensing.
- The Housing Act 2004 will shift the criteria for assessing house conditions this will require staff training and a review of the intervention strategies.
- Work with Social Services to speed up Disabled Adaptation.

2.2 Waste Management and Cleansing Opportunities

- Restructuring has brought together Environmental Health and Waste Management, this offers scope to harness existing enforcement skills to bear on Waste and Cleansing issues, for example in keeping the streets clean.

- Technology now provides the chance to offer up to date customer information, by phone or on-line, direct access to lodge service requests and, internally, the monitoring and management of service requests.
- Best Value Performance Indicator (BVPI 199) was introduced in April 2003 providing a robust inspection regime for measuring streets and public spaces are. There is an opportunity to use the information gathered as basis for benchmarking and learning from high performers.

2.3 Environmental Health Challenges

The significant challenges include:-

- The processing of 600 new personal and 300 premises licences following the transfer of the Licensing regime from the Magistrates Court during 2004/5.
- The implementation of the CPA improvement plans, in particular those from the Balancing Housing and Clean, Green, Active and Safe Open Spaces assessments.
- Implementation of new provisions under the Housing Act 2004, particularly the Housing Health & Safety Rating System (HHSRS), which will alter how house conditions are assessed, when it replaces the current housing 'Fitness Standard' measure.
- Implementation of the recommendations and priorities identified in the House Condition & Energy Survey 2004 and consequential review of the current Private Sector Housing Renewal Policy and capital programme.
- Identification of vulnerable households and the development a programme of measures to ensure continued progress towards meeting the Decent Home Standard targets (PSA7).
- Introduction of Equity Release Scheme, to offer homeowners an alternative source of funding where grant assistance is not available.
- To balance the housing market and meet the general and supported housing needs for the district.

2.4 Waste Management and Cleansing Challenges

- The impact of rapid population growth on the demand for Waste Collection services. There is also an associated increase in public expectation regarding the quality and quantity of service provision.
- Counteracting the national trend of producing increasing quantities of household waste.

- Challenging statutory recycling targets have been set and although current plans will meet those targets, it will be important to secure funding and allocate sufficient staff resources to keep delivery on target.
- Derbyshire County Council's instructions regarding which landfill sites must be used for disposal of waste arisings will continue to set challenges in maintaining high quality and cost effective services.
- High local expectations and central Government focus create a pressure to improve the cleanliness of public space.

2.5 Budget Pressures Over The Next 3 Years

Environmental Health

The following are identified as possible future budget pressures the department will face over the next 3 years:-

- Licensing –the new regime will require additional resources, some of this will be covered by income, but the fees set are unlikely to be sufficient.
- Contaminated Land – the necessity to undertake soil sampling work or employ consultants for remediation project work may arise out of the risks uncovered by our investigations. This is possible in 2005/6, but more likely in the medium term.
- Housing Act 2004: the HHSRS is likely to bring about an increase in the number of properties identified as requiring mandatory action (under current fitness standard 3.5% properties are actionable, under HHSRS 4.7% require mandatory action -House Condition Survey 2004). This may be considered to demand additional staff/capital resources.

Waste Management and Cleansing

- The District's rapidly increasing population is likely to result in the need for an additional refuse collection round. This has been incorporated into base budget.
- The increasing focus on clean and tidy streets and public spaces, with the introduction of a new Best Value Performance Indicator, is likely to increase demand for increased street cleaning activities with a parallel impact on budgets.
- New regulations on processing of waste to compost in 2005/06 will increase cost by about £20 per tonne at the same time as we expand the amount composted.
- Given the pressures to meet recycling targets, it is anticipated that the current temporary post of Waste Development Assistant, due to expire in August 2005, will need to be made into a permanent position at an estimated cost of £27,000 per year.

3. WORKFORCE PLANNING

Issues	Possible solutions	Measuring Success
<p>Currently two vacant posts exist in the Waste Development Team (including one temporary post). At a time when levels of activity and planned expansion are at an all time high.</p>	<p>Review the Job Descriptions & Person Specifications to ensure posts suited to address current challenges faced by the Unit.</p> <p>Seek to make temporary post permanent and fill both positions prior to expansion of composting scheme.</p>	<p>Full delivery of Waste Minimisation and Recycling Plan.</p>
<p>Shortage of Environmental Health Officers</p>	<p>If EHO's are not available on the job market, utilise a range of strategies to compensate including;</p> <p>Appoint staff qualified in Health & Safety and develop them, via Advanced food course, to allow Food Inspections.</p> <p>Appoint student EHO's, near to qualification in order retain their services when qualified.</p>	<p>No long term absences on established posts.</p>

4. KEY TASKS

Ref. No.	Actions	Timescale
EH1	Full implementation of the Liquor Licensing Legislation, transferred from Magistrates to the Local Authority in accordance with the Government time scale.	Second appointed date expected Sept 2004
EH2	Create further efficiencies and pursue e.government targets via Flare Computer System <ul style="list-style-type: none"> • Develop work in new area of Liquor Licensing including scanning documents on receipt and fully electronic record keeping system. • Pursue on-site recording of information by commercial EHO's using hand held computers. Seek finance from external sources to fund this. • 	March 2006
EH3	Higher profile for Health & Safety at Work in response to call from Health & Safety Commission, including closer working with Health & Safety Executive and joint working on specific topics.	March 2006
EH4	Revision and modernisation of Licensing conditions of Private Hire operators, vehicles and drivers, to include new requirements of DVLA	July 2005
EH5	i) Review Private Sector Housing Renewal Strategy, to tackle problems identified by the 2004 House Condition & Energy Survey e.g. Fuel Poverty and standards in private rented property. ii) Redesign programme of interventions (grants/loans/enforcement etc) to address newly identified priorities	April 2005 May 2005
EH6	Promote Landlord Accreditation and Rent deposit scheme to improve standards in private rented sector through a Landlord Conference organised jointly with East Staffordshire BC and NW Leicestershire DC.	June 2005
EH7	Tackle fuel poverty and reduce CO ₂ emissions by; <ul style="list-style-type: none"> i) Commissioning one or more schemes to improve energy efficiency for those in fuel poverty and attract substantial external funds ii) Develop scheme for Social Services and health professionals to refer vulnerable households for Energy Efficiency improvements. 	Nov 2005 Apr 2005
EH8	Seek faster provision of Disabled Facility Grants via a joint critical review with Social Services using new	Nov 2005

	ODPM Good Practice Guide (Nov 2004).	
EH9	Switch to new, risk based, assessment of housing fitness, as required by the Housing Act 2004. This will require substantial field officer training and appropriate administrative changes.	Sept 2005
EH10	Improve the Council's environmental performance. i) Complete an Initial Environmental Review ii) Establish baseline information on Environmental Performance.	March 2006 March 2006
EH11	Implement the "Fit for Purpose" Housing Strategy including; i) In partnership with Public Sector Housing, assemble the evidence to provide a robust assessment of housing need covering, rural parishes (where development is anticipated) Black and ethnic minorities, Gypsies and other travellers. ii) Develop a Fuel Poverty/Affordable Warmth Strategy iii) Continue to develop partnership working aimed at securing the provision of good housing to match the needs of households within the District and Region. iv) Seek to maximise S106 funding directed towards social housing provision.	March 06 July 05 05/06/07 05/06/07
EH12	Contaminated Land • Complete initial site prioritisation work • Undertake site investigation work as necessary • Determine any contaminated land sites	July 2005 March 2006 March 2007
EH13	Integrated Pollution Prevention and Control • Complete final phase of changes of all remaining Part B processes to the new permit system	March 2006
EH14	Gypsy / Traveller Policy • Complete review of traveller toleration policy in line with Government guidance issued • Progress joint working arrangements with Police, Environment Agency, Derbyshire County Council and other agencies	Sept 2005 Sept 2005
EH15	Noise Policy • Complete review and update as necessary the noise complaints policy in line with Chartered Institute of Environmental Health and DEFRA guidance. • Implement improvements resulting from the review.	April 2005 March 2006/07

EH16	<p>High Hedges</p> <ul style="list-style-type: none"> • Implement new regulations relating to high hedges and loss of light 	April 05
EH17	<p>Solvent Emissions Directive</p> <ul style="list-style-type: none"> • Complete district review of businesses which may require regulation • Provide information and guidance to relevant businesses with respect to their responsibilities and methods of compliance • Complete permitting of relevant businesses 	<p>April 05</p> <p>July 05</p> <p>October 07</p>
EH18	<p>Dog Fouling</p> <ul style="list-style-type: none"> • Raise the profile of anti-fouling via education and enforcement 	January 06
WU1	<p>Implement Waste Minimisation Plan.</p> <ul style="list-style-type: none"> • Work with Derbyshire County Council and the Derbyshire Integrated Waste Management Group, and other interested parties, to promote waste awareness / education, re-usable nappies and home composting. • Promote initiatives to reduce junk mail. • Develop re-use initiatives (e.g. furniture items from bulky collections). 	April 2005 onwards.
WU2	<p>Implement a Plan to reduce instances of fly tipping.</p> <ul style="list-style-type: none"> • Consult with Parish Councils and other stakeholders & implement appropriate plans (to include signs, surveillance, publicity, education, enforcement, etc.). • Work with Derbyshire County Council and the Derbyshire Integrated Waste Management Group to develop a Derbyshire Code of Best Practice for managing flytipping. • Contribute to, and integrate with, corporate working on enforcement. 	<p>July 2005 onwards.</p> <p>April 2005 onwards.</p>
WU3	<p>Develop & implement a Street Cleansing Action Plan.</p> <ul style="list-style-type: none"> • Target "hot spots" more frequently. • Co-ordinate District Council's programme with Parish Councils' programme. • Develop initiatives with "fast food" outlets. • Contribute to and integrate with corporate working on enforcement. 	<p>April 2005 onwards.</p> <p>July 2005 onwards.</p>
WU4	<p>Meet statutory recycling targets.</p> <ul style="list-style-type: none"> • Extend the Compost Scheme across the district. New in vessel system for 3,000 properties. A further 6,000 properties each year from April 2006 	April 2005.

	<p>to March 2008.</p> <ul style="list-style-type: none"> • Measure performance of all recycling & composting activities and use the information to target areas where the most improvement can be made. • Monitor and investigate changing methods of recycling collections. • Review the funding mechanism used for Voluntary Groups recycling. 	<p>September 2005.</p> <p>April 2005 onwards.</p> <p>April 2005.</p>
WU5	<p>Improve communication with the public & stakeholders.</p> <ul style="list-style-type: none"> • Follow Communication Plan timetable / actions. • Produce a Services Standards document. 	<p>April 2005 onwards.</p> <p>July 2005.</p>
WU6	<p>Review costs of the service.</p> <ul style="list-style-type: none"> • Obtain external advice on comparability of operational unit costs. • Review central services' on-costs. • Review key cost areas: Vehicle leasing and fuel costs. Overtime costs. Sickness absence. Number of refuse rounds when tipping directions change. 	<p>April 2005.</p> <p>April 2005.</p> <p>April 2005.</p>
ES1	<p>Crime and disorder - Section 17:</p> <ul style="list-style-type: none"> • Audit existing services and policies • Implement action plan 	<p>September 2005</p> <p>September 2005 (onwards)</p>
ES2	<p>Equal Opportunities and Diversity</p> <ul style="list-style-type: none"> • Contribute to the development and implementation of the Corporate Equalities Plan • Contribute to the development and implementation of the Race Equality Scheme 	<p>April 2005 (onwards)</p> <p>April 2005 (onwards)</p>
ES3	<p>Quality Standard For Environmental Services</p> <ul style="list-style-type: none"> • Implement improvements needed to meet the Chartermark Standard. • Obtain Accreditation 	<p>20005/6</p> <p>April 2006</p>

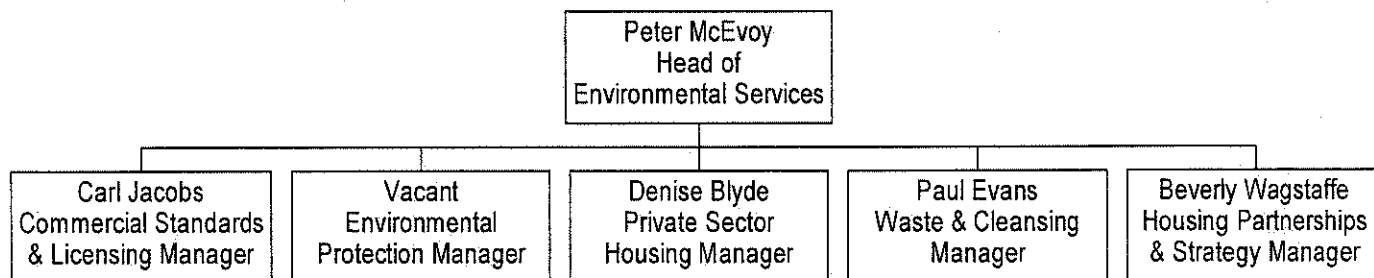
5. MANAGING RISKS

Nature of risk	Likelihood of Occurrence	Impact	Existing and Proposed Action to Minimise the Risk
New regulations on composting waste may result in the abandonment or modification of the Council's composting scheme and failure to meet statutory recycling targets.	Very high	Critical	Contract signed and budget identified to meet new regs from April 2005. SDB submitted to take all composting to compliant facilities from April 2006.
Failure to meet the 2005/06 Government Standard for recycling and composting of household waste.	Low	Critical	Expansion of compost scheme and "green boxes" in 2004/05 leaves the Council well placed to meet 2005/06 Targets
Theft of vehicles.	Low	Critical	CCTV & security system at depot. Satellite tracking system installed on high value vehicles.
Inadequate / lack of training for employees.	Extremely low	Moderate	Training requirements identified and delivered through the PDR system.
Failure of FLARE computer system or company goes out of business.	Low	Unable to access records or plan work. Replacement cost £30,000	Ensure regular updates are maintained. Maintain Licensing and support costs for system
Major Disaster – e.g. major fire,	Low	Major investigation, staff taken off normal duties. Other calls for service ignored.	Ensure emergency plan is up to date and training of staff involved.
Major Local/National food investigation (e.g. illegal unfit meat trade)	Low	Major investigation, staff taken off normal duties. Other calls for service ignored.	Staff training to ensure able to respond as necessary.
Major Ombudsman Investigation and /or Litigation for investigation of service requests.	Low/ Medium	Inadequate response could result in compensation claims.	Ensure systems & procedures are in place for staff and management to audit performance.

Inadequate capital funding to service demand for mandatory Disabled Facilities Grants (DFGs) and other initiatives in the private sector.	Medium	Not funding DFGs may result in litigation. Failure to deliver energy saving targets or Housing Strategy may result in poor inspection assessment.	Ensure appropriate and timely bids are submitted for capital. Investigate opportunities to secure alternative sources of funding.
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6. EMPLOYEE STRUCTURE AND WORK ORGANISATION

Environmental Services Community Services Directorate As at 18th November 2004



Development Needs

Service Plan Reference	Key Development Needs
EH5	Training in the assessment methodology and requirements for applying the Housing Health & Safety Rating System for staff engaged in private sector enforcement and grant delivery. External training required.
EH11	Either training in researching and analysing housing needs or procure assistance from specialist.
EH1	Staff training and development for the implementation of the new licensing regime. This would mainly be external seminars and training events for the staff involved.
EH2	Training by FLARE for users of the system and the managers in order to develop the system further.
EH1-EH18	General enforcement training for officers to ensure they maintain an adequate level of expertise to carry out statutory functions and maintain compulsory 20 hours CPD
EH16	Staff training and development in the implementation of the new high hedges regulations. This would include external training events for the staff involved.
WU1 to WU8	Consultation skills. Partnership working skills. Community engagement skills. Marketing / selling skills. Motivation. Project management.

7. PERFORMANCE INDICATORS AND TARGETS

Best Value Performance Indicators

Best Value Indicators	Estimate 2004/05	Target 2005/06	Target 2006/07	Target 2007/08
BV62 The proportion of unfit private sector dwellings made fit or demolished due to the local authority	$\frac{10.3}{1148} \times 100 = 0.9\%$	1.5%	2.0%	2.5%
BV64 Vacant private sector dwellings returned to occupation or demolished due to action by the local authority	7	10	10	10
BV166 measure of enforcement policies and activities, consultation and satisfaction levels.	100%	100%	100%	100%
BVPI 82a – Total tonnage of household waste arisings – percentage recycled.	7.80%	8.00%	8.50%	8.50%
BVPI 82b – Total tonnage of household waste arisings – percentage composted.	10.50%	13.50%	15.10%	19.00%
BVPI 84 – Kg of household waste collected per head.	481	493	505	518
BVPI 86 – Cost of waste collection per household	£42.04	£42.04	£42.04	£42.04
BVPI 91 – Percentage of population served by a kerbside collection of recyclables.	90%	90%	91%	92%
BVPI 199 – Percentage of relevant land falling below accepted levels of cleanliness as defined under EPA 1999.	34%	33%	32%	31%

Target (BVPI62) will be achieved by a combination of reactive enforcement and grant activity. Carrot and stick approach in the private rented sector, with enhanced package of incentives proposed for landlords to improve and maintain their property and gain accreditation.

Local Performance Indicators

Local Indicator	Estimate 2004/05	Target 2005/06	Target 2006/07	Target 2007/08
Number of complaints dealt with within 5 working days as a percentage *	98%	95%	95%	95%
Number of requests for pest control treatments dealt with within 3 working days.*	96%	96%	96%	96%
Percentage High Risk Food premises inspected when due	100%	100%	100%	100%
Percentage High Risk Health & Safety premises inspected when due	100%	100%	100%	100%
To achieve a rating of 'Good' or better from customer satisfaction surveys undertaken.	80%	85%	85%	90%
Number of inspections undertaken for IPPC installations in accordance with risk based inspection targets.	100%	100%	100%	100%
Achieve a minimum of 95% grant budget spend	95%	95%	95%	95%
Annual contribution towards HECA target	2%	2%	2%	2%
Number of collections missed per 100,000 collections of household waste.	12	12	11	10
Percentage of missed household waste collections put right by the end of the relevant period.	90%	93%	95%	97%
Percentage of other public complaints put right by the end of the relevant period.	90%	93%	95%	97%
Percentage compliance with the requirements set for the refuse and recycling services.	93%	93%	94%	95%
Percentage compliance with the requirements of the street cleansing service.	93%	93%	94%	95%
Percentage of litter bins correctly emptied on the prescribed day.	93%	93%	94%	95%
The number of repeat failures per 100,000 household waste collections.	1	1	1	1
The average time taken to remove fly tips.	1	1	1	1
Public complaints about the refuse service (per month).	35	35	32	30
Public complaints about the street cleansing service (per month).	1	1	1	1

8. USEFUL CONTACTS

Peter McEvoy	Head of Environmental Services	01283 595830	E-mail: peter.mcevoy@southderbys.gov.uk
Carl Jacobs	Commercial Standards & Licensing Manager	01283 595717	E-mail: carl.jacobs@southderbys.gov.uk
Denise Blyde	Private Sector Housing Manager	01283 595942	E-mail: denise.blyde@southderbys.gov.uk
Jack Twomey	Environmental Protection Manager	01283 595856	E-mail: jack.twomey@southderbys.gov.uk
Beverly Wagstaffe	Housing Strategy Manager –	01283 595822	E-mail: beverly.wagstaffe@southderbys.gov.uk
Paul Evans	Direct Services Manager	01283 595764	E-mail: paul.evans@southderbyshire.gov.uk

